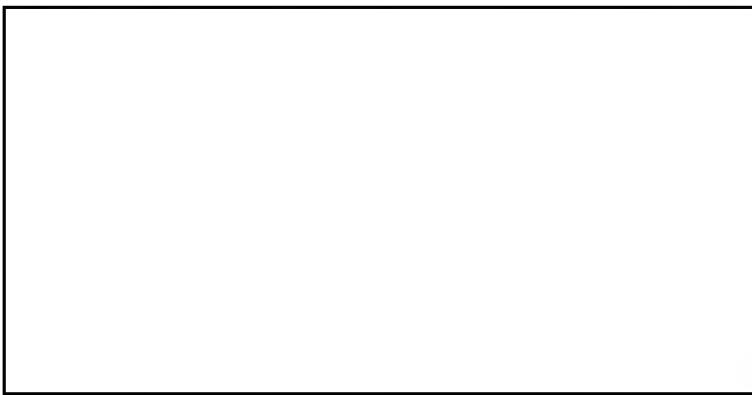


Minutes of the OC Executive Board

8 December 1978

The following members were present at the 8 December 1978
OC Executive Board meeting:



25X1A

AGENDA ITEM #1: Time In-Grade Guidelines for Promotion Below
the Basic Grade Levels

25X1

25X1A
25X1A
1. introduced the item by mentioning that the CSB has
acted in accordance with Agency regulations in eliminating time in-
grade as a requirement for promotion. This has engendered some
confusion and some of our people feel that guidelines are needed.

25X1
 (OC-HRD) was asked to put together a paper with
the guidelines. The paper has been circulated with the agenda for
discussion prior to distribution. A9c4.1

2. During discussions it was pointed out that the guideline
draft is aimed principally at Panel D personnel. The amount of time
required to meet guideline standards could vary considerably depending
on the luck of rotation between positions affording exposure and
opportunity to acquire the skills necessary for promotion. It was
pointed out that the proposed guidelines are intended as guides -- not
regulations. Under these guidelines it could take 1, 2, 3, or 10 years
to get to journeyman level. The question is one of acquiring the
skills, which is generally time related but not necessarily always tied
to time. It was recognized that there will inevitably be some
variation in standards exercised by different areas and/or supervisors.



25X1

SUBJECT: Minutes of the OC Executive Board - 8 December 1978

25X1A It was mentioned that journeyman tests for Panels D and N had been eliminated since similar skills tests were not applied to other panels. Messrs. [] mentioned that they had been questioned during their recent trip about the absence of guidelines after elimination of the time in-grade requirement. It was also mentioned that the existing regulations and orders provide a considerable basis for deciding on promotion recommendations and that the guidelines are proposed as a supplement and clarification of policy regarding eliminating time in-grade as a promotion criterion. In the final analysis, supervisors and managers must use their best judgment. [] A9c4.2

25X1A 3. [] asked, aside from some technical corrections, whether there were any problems. It was agreed that the guidelines would serve some purpose by providing some guidance on promotions without time in-grade requirements. [] said he would take action to have the guidelines distributed. []

25X1

AGENDA ITEM #2: Proposals for Requirements Handling and Programming Procedures, and a COMSEC Equipment Management Program []

25X1A 1. [] said he had little to add to the substance of the papers circulated with the agenda and asked whether there were questions. He added that, if approved, the papers would become an input to an ED SOP document and would form some part of an OC processes document within the reorganized structure. [] commented that when he first saw the paper it appeared to be an engineering procedure, but it became apparent that it affected all of OC and for that reason was placed on the Executive Board agenda. He then asked for an expression of views. [] A9c4.1

25X1

25X1A 2. Discussion covered assurance of division level requirement input, consideration of packaging by financial accounting number (FAN), multi-year use of single year procurements, the purposes and use of "network" programs, and review and approval of all programs by the OC Advisory Board. []

25X1A 3. [] concluded:

a. These papers are a good contribution to an OC operating manual after small technical adjustments are made.

b. The other side of the coin is that we should be getting on with input to the manual. This is a major step forward to production of a manual as envisioned by the ~~Relocation~~ Task Force.

Reorganization

25X1

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Approved For Release 2003/08/18 : CIA-RDP83-00531R000100080001-1

SUBJECT: Minutes of the OC Executive Board - 8 December 1978

25X1A Here we are trying to balance these considerations against a three-year break-even point. The point was made that if the "backhaul" capability is essentially to serve a transponder function, the military could possibly provide the capability. [redacted] said that we haven't looked at this possibility but that there could easily be bit rate and other technical problems. Accuracy of the evaluation of tenability

25X1A [redacted] was questioned. What happens [redacted] departs the scene? [redacted] questioned survivability and opined that even though there would be a major outlay of funds [redacted] if it is safe we should try for it. This position was generally accepted by the Board. [redacted] A9c4.2, A9c2.1 & A9a5.2

25X1A 3. [redacted] concluded: On the basis of a three-year break-even point and the relatively low cost, we should go ahead planning [redacted]. This is, however, contrary to long range plans and objectives. We should, therefore, program the entry point [redacted] with an incremental increase [redacted] at an enhanced level. [redacted] mentioned, and [redacted] agreed, that we should coordinate planning [redacted] with the Department of Interior. [redacted] A9c4.1, A9c2.1 & A9a5.2

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Secretary

25X1A

APPROVED:

[redacted]

Director of Communications

12-19-78

Date

Distribution:

1 Each Executive Board Member

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Approved For Release 2003/08/18 : CIA-RDP83-00531R000100080001-1

MEMORANDUM FOR: Chief, Human Resources Division, OC

STATINTL FROM : [REDACTED]
Director of Communications

SUBJECT : Promotions Below the Basic Grade Levels

1. The previous OC decision to eliminate the time-in-grade requirements for promotions was based on the need to ensure that no OC employees were denied a promotion solely for the lack of longevity. The elimination of time-in-grade factors, however, was not intended to modify the continuing requirement for a period of documented satisfactory performance as a basis for promotion. The guidelines below are intended to provide OC supervisors with a general yardstick to allow our new OC employees, in grades below the basic grade, to achieve promotions as they develop the necessary experience and skills required to perform at the basic grade levels, rather than being promoted on the passage of time.

2. Promotion recommendations in grades below the basic grade level should be initiated according to the following:

a. PROMOTION TO THE NEXT GRADE BELOW THE BASIC GRADE LEVEL. Promotion eligibility must be based on the employee's satisfactory performance, which has been documented in a current Fitness Report as prescribed [REDACTED]. The STATINTL requirement for eligibility should be based on a period of acceptable on-the-job training, needed to demonstrate the mastery of the specific duties of the employee's initial assignment, which follows completion of entry on duty training. An employee in this category would normally be expected to achieve the skill levels justifying a promotion recommendation within one year after arrival in the initial assignment. However, whenever the employee's supervisor determines that the promotion requirement has been met, the supervisor will recommend a promotion action on the employee's Fitness Report which will also be endorsed by the employee's component Chief. The cognizant Panel Chief will then review and process promotion actions to comply with the semi-annual cycle in the Agency Uniform Promotion Schedule (UPS) as outlined for the appropriate grade in OCHB 20.20.1, Appendix B.

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Approved For Release 2003/08/18 : CIA-RDP83-00531R000100080001-1

SUBJECT: Promotions Below the Basic Grade Level

b. PROMOTION TO THE BASIC GRADE LEVEL. Promotion eligibility must be based on the employee's satisfactory performance, which has been documented in a current Fitness Report as prescribed [redacted]. The basic grade level has been allocated on the principle that our employees are required to master a collection of skills that, although seldom found together in one assignment, are demanded of our employees through a series of rotational assignments. Therefore, promotion actions for employees to the basic grade level would be based on, but not limited to, experience from a previous duty assignment, as a trainee, and a period of acceptable on-the-job training in the new position, which demonstrate the employee's capability to perform the new specific duties with a minimum of supervision. An employee in this category would normally be expected to achieve the skill levels justifying a promotion recommendation within two years after arrival in the next assignment. However, whenever the employee's supervisor determines that the promotion requirements have been met, the supervisor will recommend a promotion action on the employee's Fitness Report which will also be endorsed by the employee's component Chief. The cognizant Panel Chief will then review and process promotion actions to comply with the semi-annual cycle in the Agency Uniform Promotion Schedule (UPS) as outlined for the appropriate grade in OCHB 20.20.1, Appendix B.

[redacted] STATINTL

Approved For Release 2003/08/18 : CIA-RDP83-00531R000100080001-1

OCE-M78-529
29 November 1978

MEMORANDUM FOR: Director of Communications

25X1A FROM : [REDACTED]
Chief, Engineering Division, OC
SUBJECT : Proposals for a Requirements Handling and
Programming Procedures, and a COMSEC
Equipment Management Program [REDACTED]

25X1

25X1 1. [REDACTED] Forwarded for your information are papers which outline a general procedure for the identification and programming of communications requirements, and as a specific example, a proposed COMSEC equipment management plan that could be implemented within the general procedure. The proposed methods for dealing with requirements, programming actions, and program status feedback to the customer, outlined in Attachment A, are considered a necessary first step in meeting Strategic Plan goal 4.4. Some of the actions proposed have been accomplished and appear to be working satisfactorily.

25X1 2. [REDACTED] Attachment B contains the details of the COMSEC equipment management plan. The events which preceded the recent procurement of KG-34s illustrate the need to establish an Office of Communications (OC) COMSEC equipment management program, which assigns responsibility for programming, procurement, allocation, and maintenance of the equipment. Such a program, consistent with the OC reorganization, should be implemented to ensure that OC has adequate COMSEC equipment resources available to meet both the programmed and unprogrammed requirements.

25X1 3. [REDACTED] It is recommended that the proposed management systems be implemented as soon as possible to ensure their use during the FY 1981 Program Call. [REDACTED]

25X1A

Attachments:
As Stated

PROPOSED REQUIREMENTS IDENTIFICATION AND PROGRAMMING PROCEDURES

7
ATTACHMENT

The purpose of this paper is to propose a methodology for identification and budget programming of communications requirements. The proposed method, of necessity, is tied tightly to the Program Call timing; however, certain actions are scheduled to maintain as much flexibility as possible, regardless of the timing of the Program Call.

The attached functional drawing indicates the various steps in the requirements identification and programming cycle. It should be noted that throughout the entire process an attempt has been made to ensure that all OC components receive all documented requirements and that all components have an opportunity to participate in the requirements assessment and programming reviews. Each functional step is described below.

Requirements Solicitation

ED/SIS will solicit requirements from the four directorates in early September of each year. Requirements for Engineering Division programming action will be solicited from OC divisions in the same time frame but will not be required until early January to allow receipt and consideration of the directorates' requirements.

Requirements Distribution

ED/SIS will ensure that the OC divisions and staffs receive all requirements submissions from the directorates. This is expected to occur circa 1-15 December each year.

Coordinators Meeting

In mid-December each year, division and staff requirements coordinators will meet to review the directorates' requirements and assign programming responsibility for them.

Program Preparation

Assuming that the preceding actions occur as scheduled, program preparation can begin in mid-December. While each division has mutually exclusive programming responsibilities, it is expected that considerable interaction between OC components and with other Agency components will be required to further define the requirements. The SRM and the division/staff coordinators will act as focal points for arranging necessary discussions both within and outside OC.

Draft Program Review

The division and staff coordinators will meet again, circa 1 February, to review draft programs and ensure that all requirements have been addressed.

Programming Action Feedback

The programming actions for new communications requirements will be forwarded to the directorates immediately following program submission to the DDA. Thus, DDA offices will be able to defend their requirements during finalization and review of the DDA program, and directorates will have pertinent OC programming information at the time of the Executive Advisory Group budget review.

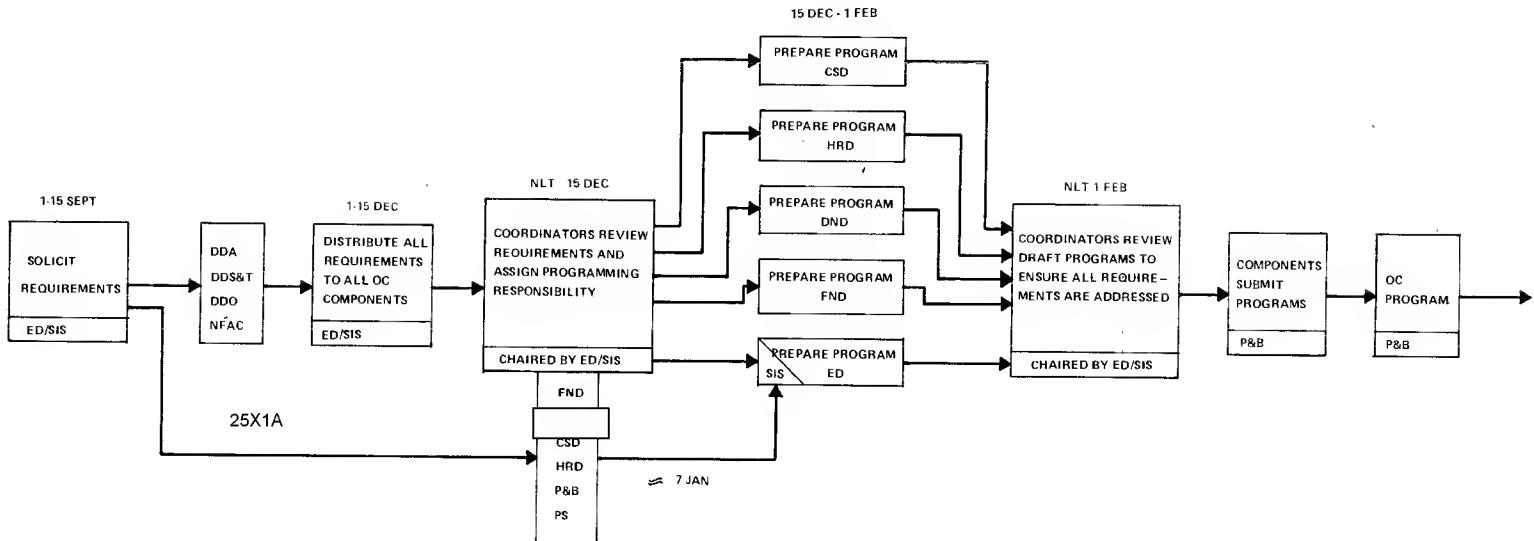
Budget Review Feedback

Information concerning the status of the OC new support requirements decision unit, as it relates to customer requirements, will be sent to the directorates following the various budget reviews. Initial plans are to accomplish this only after the Executive Advisory Group, Office of Management and Budget, and Congressional reviews. The intent of this action is twofold: 1) to keep the directorates apprised of the budgetary actions which affect the communications support for operational programs; 2) to notify the directorates of specific program cuts in order that those requirements may be revalidated and restated for the following program cycle, or be identified as hard unfunded requirements.

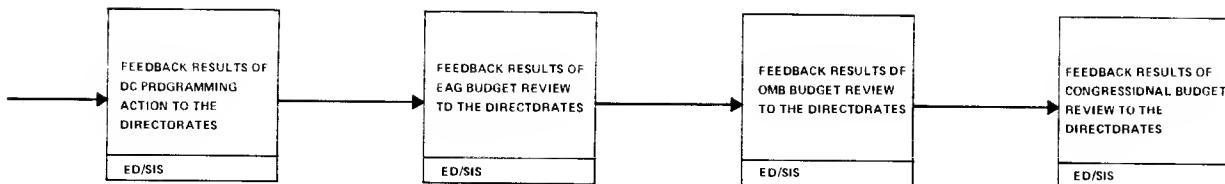
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Drawing

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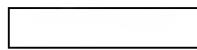


DC REQUIREMENTS IDENTIFICATION AND PRGRAMMING CYCLE

PAGE 2

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25X1



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Approved For Release 2003/08/18 : CIA-RDP83-00531R000100080001-1

PROPOSED OC MANAGEMENT PROGRAM FOR COMSEC EQUIPMENT

25X1

1. The purpose of this paper is to propose a program to manage the COMSEC equipment resources of the Office of Communications. This management program is integrated into the proposed Requirements Handling and Programming Procedures, to the maximum extent possible. A brief description of the procurement cycle for COMSEC equipment is provided for background information, and is followed by the proposal for the OC COMSEC Equipment Management Program.

25X1

2. Perhaps the major need for the management program is due to the "unique" nature of the programming and procurement cycle for COMSEC equipment. The normal budget cycle is followed, in that funds are requested in the program year and, assuming Congressional approval is received two years later, may be obligated for purchase of equipment from the National Security Agency (NSA). Although NSA accepts this order, production may not begin for 18-24 months, or even longer, depending upon the NSA procurement/contract schedule. Once production is started, it is normally about one to two years before the equipment is actually received. The extended period of the programming and procurement cycle effectively requires OC customers to state their projected needs a minimum of four to six years in advance if OC is to ensure that the COMSEC equipment will be available. In turn, OC must program large sums of money four to six years in the future without the benefit of "hard" requirements from their customers.

25X1

3. The following actions and managerial responsibilities form the "backbone" of the program proposed to provide effective management of COMSEC equipment for OC. These actions, as well as the events which would occur during a procurement cycle of COMSEC equipment, are illustrated on the attached functional drawing.

a. Requirements for COMSEC equipment should be identified by each component during the normal program cycle and forwarded to the Engineering Division, Systems Integration Staff (ED/SIS). The total requirements for COMSEC equipment will be compiled and then reviewed to ensure that the selected equipment will allow evolution of the network architecture according to the Strategic Plan. Following the review, this list of requirements will be forwarded to the Foreign Networks Division (FND) with a recommendation on the type and quantity of equipment to program.

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b. FND will be responsible for the programming of all COMSEC equipment with the exception of the new support requirements, which will be the responsibility of ED/SIS.

c. A FAN or sub-FAN for funding procurements of all COMSEC equipment, spares, and maintenance should be established. In the current year, funds from the four New Support Fans will be transferred to the COMSEC equipment FAN for this purpose.

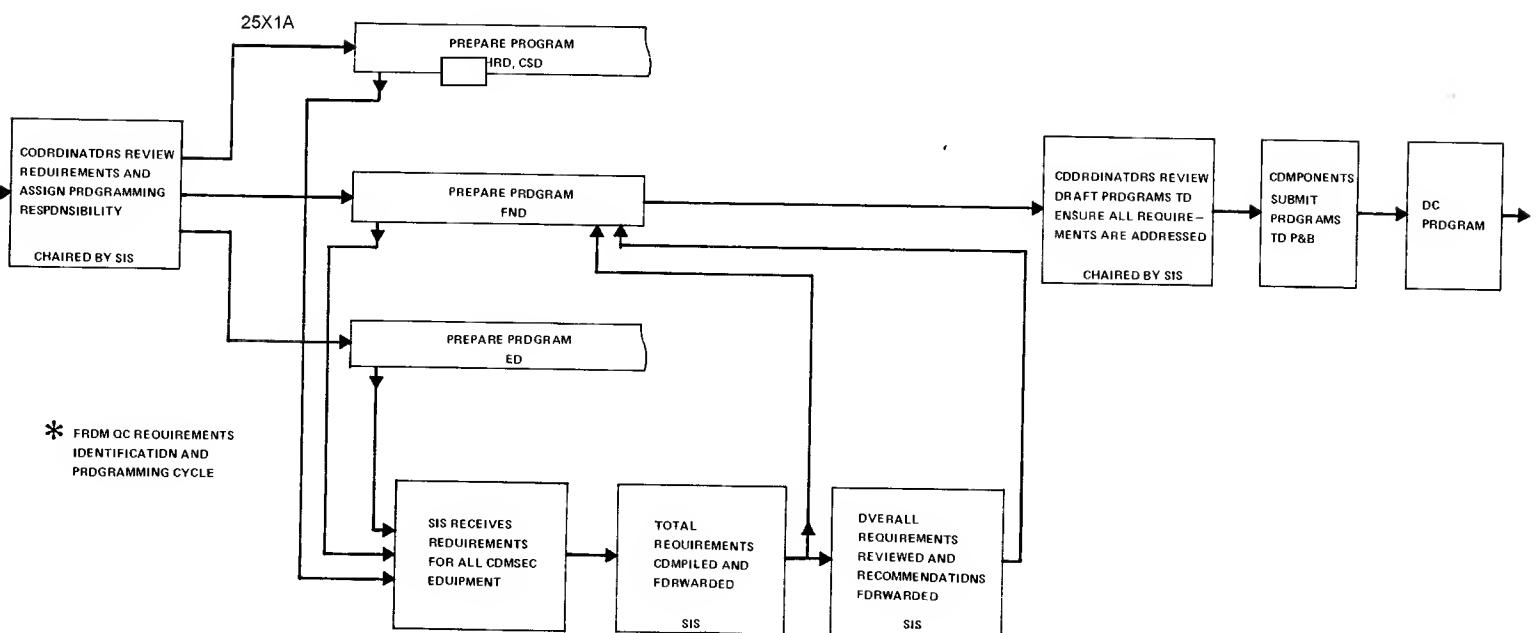
d. An order for COMSEC equipment should be placed with NSA each year to obligate the approved funds. This procedure would allow OC to obligate smaller amounts of programmed funds each year rather than having to obligate large amounts of reprogrammed funds.

e. Equipment will be allocated to each component based on programmed and contingency requirements, the level of funding approved for purchase of the equipment, and other circumstances pertinent at the time of establishing the allocations.

f. The existing data base used by the Communications Security Division for the COMSEC equipment accounting procedures should be expanded to include the quantity of equipment allocated to each component, the quantity issued, and the stock level.

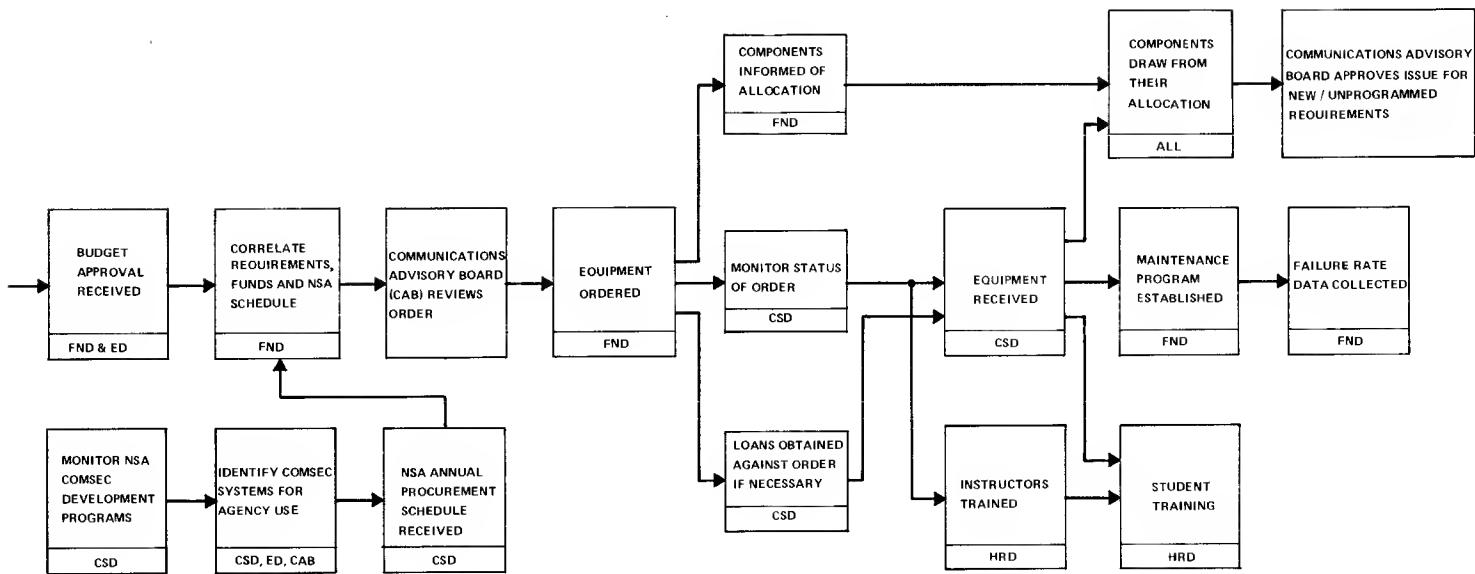
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Approved For Release 2003/08/18 : CIA-RDP83-00531R000100080001-1

OCCS-M-78- 176
1 December 1978

MEMORANDUM FOR: OC Executive Board Members

25X1A
FROM : [REDACTED]
[REDACTED], Communications Security Division, OC
SUBJECT : Protection of Unclassified Circuitry Within
The Staff Network [REDACTED]
25X1
REFERENCES : A. PD-24, dated 16 November 1977 [REDACTED]
B. NSA: N/0817, dated 7 July 1978 [REDACTED]
C. NSA: N/0880, dated 20 July 1978
25X1

BACKGROUND

1. Reference A contains the following pertinent passages:

- a. "Unclassified information transmitted by and between Government agencies and contractors that would be useful to an adversary should be protected."
- b. "COMSEC is concerned with protective measures designed for the security of classified information and other information related to national security." [REDACTED]

25X1
2. One of the initial tasks of the Subcommittee on Telecommunications Protection was to establish appropriate standards for protection based upon the collective stated needs of Departments and Agencies. This task has never been completed. Instead, Commerce has been tasked to survey each Department and Agency falling under its aegis and make recommendations for protection on a circuit-by-circuit basis. There is no parallel effort contemplated for the national security community. [REDACTED]
25X1

DISCUSSION

1. Within the Agency Staff Network and within [REDACTED] network there are numerous unclassified, unprotected circuits. The bulk of these circuits are [REDACTED] unclassified. While we are not totally informed regarding the types of information passed over these circuits, we can cite examples of information "that would be useful to an adversary." [REDACTED]
25X1C
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OCCS-M-78- 176
1 December 1978

25X1 SUBJECT: Protection of Unclassified Circuitry Within The
Staff Network

25X1A

25X1 4. While has not been formally approached on this issue, the most recent informal comment indicates there is still strong feeling against encryption

25X1

RECOMMENDATIONS

25X1C 1. OC should publish a policy statement that unclassified circuitry for which OC is responsible will be protected unless the user can make the case that the information involved is not of use to an adversary.

2. (C) The Joint Policy Board should approve and issue a similar policy statement.

25X1 3. (C) A DDA to DDS&T memorandum should be originated advising the DDS&T that protection will be programmed and implemented circuitry to comply with PD-24.

25X1A

Distribution:

1 - each OC Executive
Board Member , w/l copy of refs

SECRET

AGENDA FOR CHECK CLASSIFICATION TOP AND BOTTOM		
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UNCLASSIFIED		

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	D/CO	6 DEC 1978	
2			
3			
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

Remarks:

Attached is background information for item number three of the agenda for the Executive Board meeting to be held 8 December 1978.

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.	DATE
C/OC-CSD	12-6-78
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UNCLASSIFIED	CONFIDENTIAL

(40)

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Approved For Release 2003/08/18 : CIA-RDP83-00531R000100080001-1



FORT GEORGE G. MEADE, MARYLAND 20755

Serial: N/0880
20 July 1978

CONFIDENTIAL

Director of Communications
Office of Communications
Central Intelligence Agency
Washington, DC 20505

Dear Sir:

(U) Please reference the following:

- (a) National Security Council COMSEC Directive, August 1968
- (b) Presidential Directive/NSC-24, Telecommunications Protection Policy, dated 16 November 1977
- (c) Executive Order 12036, United States Intelligence Activities, dated 24 January 1978

(C) A primary result of reference (b), which rescinded reference (a), was to divide the government's communications protection responsibilities between two Executive Agents: the Secretary of Defense as Executive Agent for Communications Security, responsible for the protection of classified information and for unclassified national security information; and the Secretary of Commerce responsible for the protection of government-derived unclassified information, excluding that relating to national security (Communications Protection).

(C) Specific implementation documents are now being prepared. While reference (b) assigned to the Department of Commerce a new responsibility for protection of certain unclassified government communications, there was no intent to alter basic government COMSEC relationships and responsibilities. Reference (c) assigns to NSA the responsibility of executing the responsibilities of the Secretary of Defense as Executive Agent of the government for communications security. NSA is responsible for fulfilling all validated COMSEC requirements of the departments and agencies, and for prescribing or approving all cryptographic systems or techniques used in any manner, including doctrine and procedures governing their use.

(C) In several recent instances, individual departments or agencies have initiated actions to procure commercially available cryptographic devices using the Data Encryption Standard (DES) or other crypto-algorithm without

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Classified by DIRNSA/CHCNS (NSA/CRSM 123-2)
Exempt from CDS, EO 11652, Category 2
Declassify Upon Notification by the Originator

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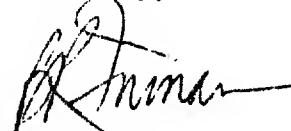
Serial: N/0880

prior coordination with or approval by this Agency. If it is intended to use such devices for COMSEC purposes, i.e., protection of all classified and unclassified information relating to national security, it is highly unlikely that they meet specifications which provide an adequate degree of security. Additionally, such unilateral action may result in duplication of effort, delays in meeting systems requirements, and failure to provide the necessary protection for the communications involved.

(C) It is requested, therefore, that no action be taken to procure, test, modify, or implement any cryptographic equipment, algorithm, technique or device to be used for COMSEC purposes, i.e., for the protection of communications relating to national security, without prior coordination with the National Security Agency. All inquiries should be addressed to:

Deputy Director for Communications Security
National Security Agency
Operations Building No. 3
Fort George G. Meade, MD 20755

Sincerely,



B. R. INMAN
Vice Admiral, U. S. Navy
Director

Copy Furnished:

Director
Office of Investigations and Security
Department of Commerce

Director
Office of Science and Technology
Policy

Chairman
Federal Communications Commission

Director
Defense Intelligence Agency

Director
Defense Communications Agency

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Approved For Release 2003/08/18 : CIA-RDP83-00531R000100080001-1



NATIONAL SECURITY AGENCY
FORT GEORGE G. MEADE, MARYLAND 20785

Serial: N/0817
7 July 1978

MEMORANDUM FOR THE MEMBERS, FORMER UNITED STATES COMMUNICATIONS SECURITY
BOARD

SUBJECT: Revised Policy on Applications of the Data Encryption Standard (DES)

1. Please refer to USCSB Executive Secretariat Memorandum, COMSEC 1-3/39, Subject: Algorithm for Application to Unclassified Information, dated 10 March 1975. The Data Encryption Standard (DES) is the national standard cryptographic algorithm which resulted from submissions in response to public solicitations for encryption algorithms by the National Bureau of Standards (NBS) in 1973 and 1974.

2. At the request of NBS, the National Security Agency (NSA) conducted an exhaustive technical analysis of the DES. No shortcuts or secret solutions were found and, as a result, NSA confirmed the soundness of the DES's encryption principle and its suitability to protect unclassified Federal data. NSA advised the Members of the United States Communications Security Board of these findings via the reference. NSA fully certified the Data Encryption Standard implemented by the Department of Commerce in July 1977 as a standard for the encryption of unclassified computer data.

3. A number of commercial firms have developed a capability for building equipments and components incorporating the DES algorithm. This development may have potential benefits for the government by increasing the availability of cryptographic equipments at lower cost and in less time. Considering these recent industrial developments, and pursuant to authorities of the Director, NSA, as stated in Executive Order 12036, and consistent with recent Presidential decisions concerning protective measures for security of classified and unclassified information related to national security, a revision of the policy position stated by the reference is appropriate. NSA will now endorse the use of the DES for encryption of unclassified national security-related information and selected classified information under certain conditions.

4. NSA endorsement of the use and specific embodiments of the DES will depend upon adherence to standards and procedures established by NSA for systems employing the DES, and upon conformance with U.S. national policies controlling the release to foreign entities of U.S. Government cryptographic systems. Keying materials for such government uses will be produced by NSA and distributed through COMSEC distribution and accounting channels. The DES device will not be used when currently held cryptographic equipment can satisfy the COMSEC requirement.

Serial: N/0817

5. All devices using DES which are endorsed by NSA for use to protect classified or unclassified national security-related information will be subject to U.S. government export control, and to pertinent NSA regulations governing control and handling of crypto-equipment.



B. R. INMAN

Vice Admiral, U. S. Navy

Director